

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

A. GENERAL INFORMATION

1. Date

12/6/2022

2. Department

California Health and Human Services Agency (Cal HHS)

3. Organizational Placement (Division/Branch/Office Name)

Office of Response and Recovery/Recovery and Mitigation Unit

4. CEA Position Title

CEA B - Director, Office of Response and Resilience (ORR)

5. Summary of proposed position description and how it relates to the program's mission or purpose.
(2-3 sentences)

Cal HHS manages and leads the Departments, Offices, and Programs providing health and human services to +40 million Californians. In recent years, due to the increasing nature of natural disasters, coupled with the COVID-19 Public Health Emergency, Cal HHS is establishing a new office that will be taken on a new leadership role overseeing the Departments' disaster preparedness, response, recovery and mitigation operations. the CEA B - Director, Office of Response and Resilience (ORR), will work will all Departments and Office's within Cal HHS to ensure alignment with the mission of the agency before, during and after disasters; while allowing Cal HHS to continue its core mission of overseeing its constituent Departments, Offices, and Programs.

6. Reports to: (Class Title/Level)

Undersecretary/Exempt

7. Relationship with Department Director (Select one)

- ☒ Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- ☐ Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(Explain):

8. Organizational Level (Select one)

- ☐ 1st ☒ 2nd ☐ 3rd ☐ 4th ☐ 5th (mega departments only - 17,001+ allocated positions)

B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

Under the general direction of the Undersecretary for California Health and Human Services Agency (Cal HHS), the Director of the Office of Response and Resilience (ORR), serves as a member of the Secretary's Executive Staff. It is the incumbent's responsibility to oversee Cal HHS preparedness, response, recovery and mitigation activities. The Director will work with all Departments and Office's within Cal HHS to ensure alignment with the mission of the agency before, during and after disasters. The Director is expected to consistently demonstrate a high degree of initiative, good judgment, independence, and follow-through in performing assigned tasks.

1) The Director provides direct oversight and management of the Deputy Director of Preparedness and Response and The Deputy Director for Recovery and Mitigation. In this role the Director will provide guidance to ORR and Cal HHS Department regarding planning, preparedness, response and programmatic and fiscal recovery. The Director is responsible for all administrative functions regarding budget, contracts, and fiscal recovery efforts led by ORR. Responsible for the development and implementation of cost recovery, programmatic recovery and mitigation policies, and strategies within the Cal HHS to recoup fiscal resources. This includes identifying and developing new funding sources from Federal and state resources, obtaining adequate support funding for emergency operations, while preserving those resources designated for daily support activities. Directs and provide oversight for all administrative and coordination functions of preparedness and response activities within California Health and Human Services Agency, Office of Response and Resilience. Responsible for the development of threat and risk assessments, inter-departmental training, exercising and continuity coordination as well as codifying consistent response protocols.

2) Serves as a member of the senior executive staff within the agency and has the authority to make decisions as a member of the executive management team. Principal advisor to the Secretary, Undersecretary, and other senior Agency staff on program and fiscal policy matters for assigned departments. Serves as an Agency-department communication link on program and fiscal policy matters with the Governor's Office and other state agencies.

3) Negotiates with high-level managerial staff from the Department of Finance, the Legislative Analyst's Office and Legislative budget committees on fiscal matters relating to assigned departments. Reviews department budgets and budget change proposals; plans and oversees the annual budget preparation process for the assigned departments; reviews and comments on legislation with impact on departmental programs activities. Reviews and approves departmental fiscal reports to the Legislature, reviews control agency audit reports of departmental programs, and ensures that appropriate action is taken by Agency departments.

B. SUMMARY OF REQUEST (continued)

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- ☒ Program is directly related to department's primary mission and is critical to achieving the department's goals.
- ☐ Program is indirectly related to department's primary mission.
- ☐ Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: Cal HHS was originally designed to coordinate and manage day-to-day operations of significant health and human services' programs. The workload of that mission alone requires all the staff that Cal HHS oversees as full and part time employees. Prior to 2017, when a disaster occurred, the duration was short term and could be managed at Cal HHS by some staff redirections to lead or participate in emergency response, but it did not require full time leadership at Cal HHS. That is no longer the case. A full time and dedicated office and team are required to manage the Departments' and Offices' disaster response throughout the preparedness, response, recovery, and resilience stages of a disaster.

This will drive programmatic oversight, effective strategic and tactical operations, and fiscal organization and management, with the Office overseeing and directing the following within the Departments: Preparedness, Response, Recovery, Mitigation/Resilience, and Special Projects.

Adding this new Office of Resilience and Response is a critical function that will focus on disaster response and resilience and will allow Cal HHS to more effectively to respond to ongoing disasters, while allowing Cal HHS to continue its core mission of overseeing its constituent departments, offices, and programs.

B. SUMMARY OF REQUEST (continued)

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

Disasters in California do not have a 'season' any longer and the continuous disaster cycle has grown to an unforeseen level of complexity and responsibility for state departments, due to the parallel operations of multiple disaster response, recovery, and mitigation operations. Disaster onset, impact, and recovery now occur simultaneously across the state, due to the size, complexity, and frequency of disasters within the state. The CalHHS and its departments have been unable to strategically plan (preparedness) for upcoming events, manage current and on-going disaster operations (response), and focus on cost/program recovery and mitigation strategies (resilience) because CalHHS has not adapted the operational model to the 'new normal.'

The 2018 Camp Fire was the deadliest wildfire in California history, followed by the onset of the COVID-19 pandemic in early 2020 which is still ongoing over 18 months later. The August Complex of 2020 was the largest fire in California history, receiving the rare designation of 'gigafire.' During the 2020 fire season over 41 counties were impacted simultaneously, over 16,000 people were sheltered, and programs across the majority of CHHS departments were significantly impacted leading to waivers, short-term regulatory changes, or other immediate modifications of program requirements in order to continue to provide services during the emergency.

In the summer of 2019, a 6.4 magnitude earthquake hit the Ridgecrest area and a day later a 7.1 magnitude hit the same area. The back to back earthquakes destroyed homes and sparked fires cause hundreds of millions and damaged and significantly impacted the health and social services within the impacted and surrounding communities.

In 2021, Gov. Gavin Newsom has declared a drought emergency for all 58 counties in the state. The migration situation at the southern border has stretched already exhausted departments and forced them to think outside the box to solve complex problems, while maintaining current program operations. The 2021 fire season has seen historic crossing of fires over the Sierra's and evacuations of metropolitan areas with multi-state coordination for sheltering and mass care.

The Cal HHS oversees twelve departments and five offices that provide oversight and management of critical services to Californians including health care services, social services, behavioral health services, income assistance, and public health services. Cal HHS was originally designed to manage and lead the Departments, Offices, and Programs providing health and human services to ~40 million Californians. In recent years, due to the increasing nature of natural disasters, coupled with the COVID-19 Public Health Emergency, CalHHS has taken on a new leadership role overseeing the Departments' disaster preparedness, response, recovery and mitigation operations.

Adding an Office of Resilience and Response (ORR) and consolidation of current coordination functions that focus on disaster response and resilience will allow Cal HHS to more effectively respond to ongoing disasters, while allowing Cal HHS to continue its core mission of overseeing its constituent departments, offices, and programs.

The crosscutting coordination that is needed between Departments and Offices is best served at the Agency level. The Departments and Offices at Cal HHS are more connected than ever as Cal HHS has paid significant focus on putting the person back in our "person-centered" approach. This requires Cal HHS to break down silos and ensure that we are serving the whole needs of the people, which is especially important during a disaster and the recovery. As a result, this requires new, dedicated resources in order for Cal HHS to be able to take this to scale given the constant nature of emergencies. Adding new staff to build a team within the ORR allows for appropriate span of control and a level of strategic foresight to build a new model for disaster response and recovery as it relates to health and human services programs within California.

C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

- 1) The Director will perform a threat and risk assessment for each department, by hazard and understand each Departments' capacity to respond to each hazard in a comprehensive, time effective manner. The Director will create interdepartmental processes that codifies operations for all hazards and events. The Director will formulate and implement policies as well as support the maintenance and enhancements of the CalHHS All Hazards Dashboard (AHD). The AHD quickly identifies the impacts of emergency and hazardous events on communities by establishing a single reference point for situational awareness and CalHHS cross- departmental coordination. This provides a dynamic focal point for key data necessary to support Agency response operations while automating and expediting current reporting processes. Continued utilization of the AHD will enhance CalHHS operational capabilities to protect California residents and maintain critical services under emergency conditions such as Public Safety Power Shutoff (PSPS), wildfires, or earthquakes.
- 2) The Director will formulate and implement inter-departmental training, exercises, and continuity programs.
- 3) The Director will provide a tactful and strategic policies and processes to to lead Departments through multiple, simultaneous, and complex events.
- 4) During a declared emergency, the federal government makes programmatic and financial resources available to states and communities for recovery. The Director will formulate a strategic plan to obtain these resources to ensure that our communities' (and the people within them) have every opportunity to recover.
- 5) The Director will perform a comprehensive review of cost recovery procedures, efficiencies and inefficiencies by Department. The Director will establish cost recovery model to manage interdepartmental fiscal and programmatic recovery on an ongoing basis and after each man-made, planned or natural disaster.
- 6) The Director will create interdepartmental mitigation program to ensure all Departments are hardening infrastructure and programs.
- 7) The Director will develop Agency-wide Climate Change and Health Action Plan and undertake new special projects as needed, based on changing disaster profiles, changes in CalHHS programs.

C. ROLE IN POLICY INFLUENCE (continued)

13. What is the CEA position's scope and nature of decision-making authority?

The CEA B, Director of ORR will exercise high level complex decision-making authority in all areas related to preparedness, response, recovery, mitigation/resilience as well as special projects to ensure the success of the new office.

The Director will also formulate strategic planning, formulation, recommendation, implementation of laws and policies related to emergency management and natural disaster resilience functions. Director of ORR will develop and implement cost recovery, programmatic recovery and mitigation policies, and strategies within the Cal HHS to recoup fiscal resources. This includes identifying and developing new funding sources from Federal and state resources, obtaining adequate support funding for emergency operations, while preserving those resources designated for daily support activities.

The Director will formulate a strategic plan to enhance the All Hazards Dashboard (AHD) program. The AHD quickly identifies the impacts of emergency and hazardous events on communities by establishing a single reference point for situational awareness and CalHHS cross- departmental coordination.

The Director will create mitigation program to ensure all Departments are hardening infrastructure and programs to be more effective. The Director will develop the CalHHS Continuity Plan as well as formulate Agency-wide Climate Change and Health Action Plan.

14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?

The Director of OOR will both interpret and implement existing policies and develop new policies. The Director will be charged with implementing state policies related preparedness, response, recovery and resilience for disasters that occur in California. The CEA will proactively formulate policies and processes to ensure Departments are prepared for disasters that occur in California. The Director will collaborate and coordinate with California Departments including Department of Finance to establish policies and processes and to build a new model for disaster response and recovery.